



# Canadian Lessons Learned from Recent Major Operations

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# Rules of Engagement

- Presentation is ‘Unclassified’
- Have chosen Lessons that would be of interest to our allies
- Some are observations of ongoing Ops vice closed Lessons
- Have tried to stay out of the weeds (tactical level issues)



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# Lessons Learned

- Op Eclipse
  - Ethiopia/Eritrea
  - Dec 00 – Jun 0
- Op APOLLO
  - Support to Op Enduring Freedom
  - Oct 01 – Aug 03
- Op ATHENA
  - ISAF
  - Aug 03 – ongoing



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# Lessons Learned

- **The GOOD**
- **The BAD**
- **The UGLY!**
  - **(Really Bad)**



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# The Good

Reinforcing Success

Sharing success with Allies

- Camp Standards – Eclipse
- Redeployment from Kandahar – Apollo
- Theatre Activation Team – Athena



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# Camp Standards - Eclipse



- Used the Re-locatable Temporary Camp (RTC).
- Seen as a 'Force Multiplier' despite being beyond doctrinal level of accommodation for a 6 month operation.
- Allowed troops to focus on mission rather than on camp.
- Expensive solution but worthwhile!



**Under construction:  
hard floors & insulation being added**



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# Eclipse - RTC

- Gravel path
- Raised structure



- Final camp



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# Redeployment from Kandahar

## - Apollo

- Concern about effects of combat on soldiers
- 3 Phase plan to deal with it:
  - Phase 1 in theatre – basic instruction, signs & symptoms of stress, debriefing;
  - Phase 2 interim location (Guam) – from ‘tents to sheets’, relaxation, padre/social workers interviews, social & sports; and
  - Phase 3 in garrison (Edmonton) – welcoming ceremonies, family education package, no immediate leave but rather relaxed garrison days.







# Redeployment Kandahar

## Phase 2 Observations

- BG in no position to help itself. They were burnt out. 1st 24 hrs they slept, 2<sup>nd</sup> 24 hrs ate & drank. Not until day 3 did they start to become functional. 5 days duration about right.
- Caregivers brought from Canada were better received than those who served with the BG. Their counterparts were as burnt-out, if not more, than the rest of the BG.
  - CO Redeployment Team



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# **Redeployment Kandahar**

## **Phase 2**

The concept is sound. The day to day difference in the BG was significant. People started to engage in conversations, took themselves less seriously and were visibly more relaxed. I would not like to have seen the guys I saw on day one go directly back into garrison. The frustration, anger and attitude was significant.

CO Redeployment Team



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# Theatre Activation Team (TAT) - Athena



- Huge success!
    - Allowed operational forces to concentrate on operations – not on survival
    - Established 2 camps
      - Short period of time
      - Austere conditions
      - RTC Again!
- Greenfield Site**



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# Theatre Activation Team - Composition

- Now the best and safest camps in ISAF
- TAT approx 300 pers for 3 months



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# Theatre Activation Team - Athena - Part 2

Reception, Staging, Onward Movement  
and Integration Operation - RSOMI

- Airport ops were excellent
- Personnel procedures effective and smooth



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# RSOMI

- Pers: 2110
- Veh/tlrs: 360    Sea Containers: 500
- Cargo 4930 tons (29 Jul)
- Cargo 7754 tons (21 Sep)
- Sealift – 3 ships
- Airlift to KABUL
  - 91 x AN 124
  - 33 x IL 76
  - 92 x CC 130
  - 4 x An 12



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# THE BAD

- Close Out Planning – Eclipse
- Coalition Operations – Apollo
- Use of Liaison Officers – Apollo
- Contracting Out – Athena
- Public Affairs – Athena



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# Close Out Planning -

- **New way of doing business (early in - early out)**
- **Problems included:**
  - key capabilities (police, engineers, heavy equipment operators) were repatriated by the TF before their close out tasks were complete
  - hazardous waste disposal during mission
    - lack of guidance, lead to
    - lack of practice.



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# Coalition Operations – Apollo MIC Issue?

- What does coalition ops mean?
  - No legal standing
  - No big tent solution like NATO
  - Nations deal on bilateral basis
  - What doctrine?
- Need Coalition Op check lists covering things like diplomatic arrangements, planning processes, medical, intel, etc.



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# Use of Liaison Officers - MIC Issue?

- **Increasingly vital to success of operation, particularly in coalition.**
- **Problem** - LOs were deployed from a variety of sources with differing terms of reference and reporting channels.
- **Coordination required! TORs spelled out, expectations & reporting channels explained.**



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# Alternative Service Delivery Athena



- Initial observations are that Alternative Service Delivery for services has not been a good or wise thing.
  - Still initial observation
  - Perhaps a Roto 0 factor
  - Can't contract for the necessary flexibility or responsiveness required
  - Shortfalls in services for water, sewage, electric generation, food, warehousing



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# Public Affairs - Athena

- Lead nations must think of Public Affairs campaigns that are bigger than just the national media.
  - More interest from international press
  - Greater responsibility to ensure all national press have sufficient access



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# THE UGLY

- Linguistic Support – Apollo, Athena
- Emergency Extraction Plan – Athena
- Fratricide issues – Apollo



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# Linguistic Support - Apollo, Athena

- **This is a reoccurring issue!**
  - **Need for trusted personnel with sufficient security clearance to support ops in theatre.**
  - **Difficult to obtain from departmental resources.**
  - **Time intensive to find in society.**
  - **Solution demands greater gov't input.**

• **1 Short term solution  
has been to use  
trusted allied resource  
(Apollo)**



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# **Blue On Blue (Apollo) - MIC Issue?**

- **Some areas this is not a concern:**
  - **Naval forces are integrated and work well together**
- **Some areas big concern:**
  - **Issue is integration of forces (USAF - 3PPCLI incident)**
  - **Need to synchronize/harmonize procedures**
  - **Need to go beyond theory and apply it!**
  - **Is this a Lead Nation responsibility?**
  - **Strong C4ISR effort needed!**
  - **LO issue again - right people at right location**



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# Emergency Extraction Plan Athena

- Identified issue. (Not the first nation in this position)
- No real emergency extraction plan has been formulated!
- Hunker down and wait out the crisis
- National deficiency in both doctrine & practice
  - ISAF plan does exist (ISAF 03)



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# OP Toucan - East Timor

- **Significant logistic challenges**

- Due to austere, remote operating theatre
- Due to extended supply lines from Darwin
- Long distance from Canada, outside previously experienced supply routes



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# OP Toucan - East Timor

- **Planned solution was to use NZ and AUS material as much as possible. Did not occur! Why?**
  - Difference in camp standards
  - Lack of availability of key items like vehicles
  - Competing demands to lead nation (overstretch)
- **Actual solution was more national support provided.**



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# OP Toucan - East Timor

- Excellent use of our Attaché
  - Made contacts.
  - Provided info & sitreps in early phases.
  - Good synergy with host nation, open & receptive.
- Lack of first hand medical knowledge in jungle environment
  - Strong reliance on allies to help with our assessment & planning in this



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# OP Toucan - East Timor

- Development of ROE & soldiers card were delayed
  - Difference in approach by nations



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# Questions?

Comment

Commentaires

Discussion

Débat



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